



DEPARTMENT OF THE ARMY
HEADQUARTERS, 4th INFANTRY DIVISION SUPPORT COMMAND
FORT HOOD, TEXAS 76544-5000

**REPLY TO
ATTENTION OF**

AFYB-SC-CDR

05 FEB 2002

MEMORANDUM FOR All 4ID(M) DISCOM SOLDIERS

SUBJECT: DISCOM Commander's Command Philosophy

1. Purpose. Soldiers teaming together are the strength of our DISCOM. Your technical and tactical skills, coupled with your physical, mental and spiritual well being are critical to our ability to accomplish the tough missions. I expect every soldier to be the very best they can be. I also know that soldiers work best when they are part of an organization that treats them with dignity and respect. I am committed to establishing and maintaining conditions that provide soldiers a quality working and living environment. The purpose of this command philosophy is to set the framework for that environment.

2. Tenants.

a. Leaders must focus their attention on taking care of soldiers and their families. There are three critical elements of my command philosophy: the soldier, the family, and the mission. I call it the "Triangle of Life". If we as leaders focus on taking care of our soldiers and their families, the mission will take care of itself.

1) The Soldier -- Leaders must ensure we provide every soldier adequate time to take care of their personal needs. By ensuring our soldiers are afforded the time to take care of their personal needs they come to work ready to execute the mission and focused on building a team oriented on success.

2) The Family -- Leaders must ensure we provide every soldier adequate time to take care of their family needs. By ensuring our soldiers are afforded the time to take care of their family needs they come to work knowing that their family's needs have been addressed and they will focus their efforts while at work on doing their very best to ensure the team wins.

3) The Mission -- No soldier comes to work with intentions of failing at any mission. I believe every soldier wants to be successful, wants to get promoted, wants their family to be proud of them, and wants to accomplish any mission assigned to them by their chain of command. There are two root causes to why soldiers are not successful:

(a) Predictability -- In order to ensure our soldiers can plan events with their family we must provide them as much predictability as possible. I realize the nature of our business will require soldiers to work on short notice. However, I want this to be the exception, not the rule. Every leader must communicate with their subordinates and inform them of what

they feel is a reasonable period of time they can provide them with a predictable schedule. Once you identify a predictable time frame I expect every leader to abide by it and only bust it if your chain of command approves it. If we as leaders set the standard and make every effort to abide by it our soldiers will understand when we make exceptions in order to meet readiness standards and our soldiers will, as always, rise to the challenge. I expect every leader to pour their heart and soul into abiding by this command philosophy. We as leaders must walk the walk, talk the talk, eat, sleep, drink, and breathe by this philosophy. **Our soldiers will know if we are serious or not.** I expect every soldier to understand this philosophy and to build their team in order to sustain us as the best DISCOM in the United States Army. I want every soldier in the 4th Infantry Division DISCOM to be proud of that fact and encourage other soldiers to join the DISCOM team. Your pride, professionalism, expertise, and high standards as individuals forms the foundation to build the team that can never be beat.

(b) Communications -- Communications between soldiers and leaders is the lynch pin to a successful organization. Build a team that communicates and keeps each other informed. Every soldier has a right to know the answer to three simple questions:

Who's in charge?
What's the mission? and
What's the plan?

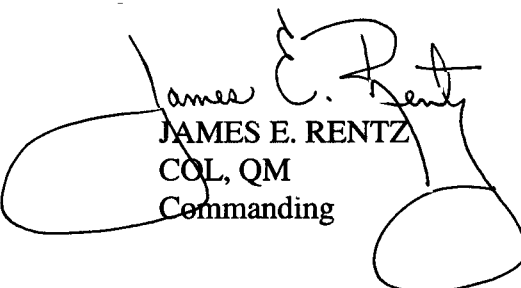
The mission will succeed if we, as leaders, ensure every soldier knows the answer to these three simple questions.

b. It is our policy to treat others as we would like to have them treat us. We will go out of our way to preserve the individual dignity of others; we will always respect the rights of those with whom we associate; and we will look for ways to better understand the uniqueness that is within each individual. I will not tolerate behavior that is contrary to this.

4. All DISCOM leaders are charged to develop a supportive and productive work environment for your team, aggressively monitor compliance with this philosophy, and correct behavior that is contrary to this command philosophy or its intent. Your total support is a prerequisite to our success. I expect your very best.

5. A copy of this command philosophy will be posted on every company and battalion bulletin board.

6. WRANGLERS!


JAMES E. RENTZ
COL, QM
Commanding